Employment Equity

Annual Report 1993-94

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Government of Saskatchewan

Executive Summary

The Government of Saskatchewan and both public service unions, the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees Local 600 (CUPE 600), have been working together to implement employment equity initiatives within Executive Government. This report summarizes the representation data and the special measures undertaken to eliminate barriers, increase the distribution of the designated groups in the public service, and prevent future discrimination and disadvantage.

The Government of Saskatchewan is committed to the principles of employment equity and recognizes that it is an effective means of enhancing employment opportunities for the designated groups. The Honourable Robert W. Mitchell, Minister Responsible for the Public Service Commission, reiterated this commitment in a press conference on September 2, 1993.

The Steering Committee on Employment Equity, chaired by the Deputy Minister to the Premier, and comprised of ten permanent heads, provided direction and monitored the government's program. This year, the Committee was actively involved in designing an enhanced and improved program for the public service and in recommending expansion of the employment equity program to the Crown and Treasury Board Crown corporations. These initiatives were the major components of the announcement delivered by the Honourable Robert W. Mitchell.

Short-term Goals

The Government continued to surpass its numerical goals for women in management and non-traditional positions. This year we significantly exceeded our goal for persons of Aboriginal ancestry but were not successful in meeting our quantitative goals for persons with disabilities, and just met our goal for members of visible minority groups.

The government will build on its successful recruitment methodologies for women and for persons of Aboriginal ancestry. Women in government are encouraged to apply for management positions and to upgrade their skills through additional training and education. There has been a concentrated effort in departments to consider women for non-traditional positions, particularly in recruiting summer and co-op students. The increased number of persons of Aboriginal ancestry hired is attributable to several initiatives: increased use of the inventory of resumes, cultural sensitization sessions, extensive contacts with the Aboriginal educational institutions and community agencies, the formation of an Aboriginal support group, heightened awareness of the need to self-declare and the hiring of

Aboriginal staffing consultants. For 1994/95, intensive efforts, as outlined in this report, will be undertaken to continue with and extend this recruitment and promotion pattern to persons with disabilities and members of visible minorities by setting realistic targets, vitalizing the inventories, publicizing its services and generally promoting all designated groups.

We recognize that a large proportion of the employment equity candidates included in the short-term goals calculation consist of those placed in non-permanent positions. We must continue to strive for increased staffing in permanent positions as a means of creating a critical mass of designated group employees in the public service.

Representation Data

The March 31, 1994 representation data indicate that there has been an increase of all designated groups in the public service, again particularly for women and persons of Aboriginal ancestry. There was a slight percentage increase of persons with disabilities from the previous year. As members of visible minority groups were included as a designated group only in 1993, we do not have historical data for this population.

While there have been percentage increases from the previous years for all the designated groups, these have been minimal, and the representation of the total public service continues to be well below the long-term goals set by the Saskatchewan Human Rights Commission. We are very much aware of the need to develop effective retention programs and to continue to undertake innovative and supplementary activities to increase representation.

Special Measures

Departments initiate a number of special measures, many of which are ongoing, while others are new and unique to a particular department to meet their specific needs. The following are highlights of activities undertaken by departments, unions and the provincial coordinator:

- targeting positions in job advertisements for one, some or all of the designated groups, depending upon the position, and encouraging applicants to self-declare;

- re-vitalizing and providing additional resources for referrals from the inventories of resumes of designated group applicants; encouraging departments, Crown and Treasury Board Corporations and private sector employers to use the service;

- participating in career fairs and information sessions in institutions whose students are mainly designated group members;

- providing practicum and work placements, including summer and co-op students; coordinating a mentoring project between Aboriginal Scott Collegiate students and government managers;

- initiating discussions to facilitate the Appendix E provisions of the PSC/SGEU Collective Bargaining Agreement; submitting more requests for positions to be designated for employment equity candidates;

- revising the workplace survey form to permit members of visible minority groups to self-identify and for Aboriginal persons to identify by category: Indian, Metis, Inuit; publishing the brochure on members of visible minority groups to include in the employment equity information package;

- establishing an Aboriginal support group among government employees; reviewing options of training for Aboriginal middle and senior managers within government;

- obtaining SHRC approval to designate northern health bursaries for designated group candidates;

- developing partnerships with external agencies and groups to meet common needs and implement special measures, including jointly sponsored conferences, inter-agency secondments, the Take One campaign (Disabilities Directorate), targeted training in occupations where shortages are anticipated for the future, and design of a comprehensive communications strategy;

- establishing a joint service-wide union/management committee to develop principles of an education program to prevent and eliminate racial, ethnic and gender harassment in the workplace;

- providing a variety of education and awareness opportunities: orientation seminars, cultural sensitization, workshops on disability issues, managing diversity, workplace and family issues, discrimination and demographic trends;

- continuing to recognize differences and the need to treat people fairly, by providing accommodation in the workplace, including technical devices and services, job adjustments, recognition of religious/cultural traditions and family obligations;

- assisting the Crown and Treasury Board Crown Corporations to develop employment equity plans;

- requiring permanent heads to report on employment equity goals/results upon which performance evaluations are based.

Difficulties Encountered

- As in previous years, downsizing, amalgamation and economic restraint have contributed to difficulties in meeting goals and increased overall representation. Increased workloads and administrative requirements continue to prevent managers and employees from committing adequate time to employment equity activities and from achieving desired results. Nevertheless within these parameters, we have been exemplary in recruiting designated group candidates, as shown in our achievements of our short-term goals.

- There have been concerns expressed by employment equity coordinators and union leaders regarding the backlash to employment equity programs by non-designated group employees. We recognize the need to concentrate on creating awareness among all employees about employment equity objectives to dispel myths and misconceptions. Proof of membership criteria are being proposed to address potential false self-declarations.

- Responses to the workplace survey have increased over the last year, but are still statistically low. The current data do not accurately reflect actual representation in the workplace. It is necessary to continue to educate employees about the self-identification process, its purpose and confidential nature to encourage completion of the survey form.

Conclusion

We are optimistic of the future of employment equity in the public service and look forward to making significant advances over the next few years. We will continue to work closely with managers and staff, SGEU and CUPE Local 600, other employers and voluntary groups representing the designated groups in our efforts to ensure equity and fairness.

GOVERNMENT OF SASKATCHEWAN

ANNUAL EMPLOYMENT EQUITY REPORT 1993/94

BACKGROUND:

In June 1987, the Saskatchewan Human Rights Commission (SHRC) approved an Interim Employment Equity Plan which applied to out-of-scope, entry-level, and non-permanent positions and employees within the public service. A revised plan was submitted and approval was reaffirmed in July 1989. This plan dealt only with those public service positions in which the hiring and promotion decisions were not directly impacted by provisions of the collective agreements.

In November 1988, the SHRC approved an Interim Employment Equity Plan which applied to Saskatchewan Government Employees' Union (SGEU) positions and employees. The final comprehensive SGEU/Government plan was approved in March 1990. A plan applicable to Canadian Union of Public Employees (CUPE) 600 positions and employees was approved by the SHRC in July 1989.

With the exception of joint union/management committees, the same government structures are used to develop, implement, coordinate and monitor each government employment equity plan. Therefore, this annual report addresses all three approved employment equity plans on actions taken during the year to implement the plans, on progress made, difficulties encountered and changes under consideration.

The structure of this annual report follows the format of the Legal Provisions and Program Approval provided by the SHRC.

Regulation 50 a) Applicant

The applicant is the Government of Saskatchewan. The application is for approval of three employment equity plans addressing:

1. out-of-scope, entry-level, and non-permanent positions and employees
2. SGEU positions and employees
3. CUPE 600 positions and employees

Out-of-scope and SGEU positions are located throughout the province, although most are located in Regina and Saskatoon.

CUPE 600 positions in the Departments of Social Services and Health are located in the following centres and institutions:

- Mental Health Centre, Prince Albert
- Mental Health Centre, Weyburn
- Mental Health Centre, Yorkton
- Valley View Centre, Moose Jaw
- Saskatchewan Hospital and Battlefords Mental Health Centre, North Battleford

Regulation 51 a) Name of the Applicant

As of March 31, 1994, there were 18 government departments, two secretariats and one Treasury Board Crown Corporation participating in the Government of Saskatchewan's employment equity program. The plans covered positions and employees in the following departments, secretariats and corporation:

Agricultural Credit Corporation of Saskatchewan
(Treasury Board Crown Corporation)
Agriculture and Food
Economic Development
Education, Training and Employment
Energy and Mines
Environment and Resource Management
Executive Council
Finance
Health
Highways and Transportation
Indian and Metis Affairs Secretariat
Justice and Attorney General
Labour
Milk Control Board
Municipal Government
Office of the Ombudsman
Provincial Secretary
Public Service Commission
Saskatchewan Municipal Board
Social Services
Women's Secretariat

The plan which applies to SGEU employees involves the departments and agencies listed in the PSC/SGEU Collective Agreement.

Regulation 51 b) Name of Person Responsible

The Deputy Minister to the Premier chairs the Employment Equity Steering Committee and is responsible for implementing and monitoring the plans throughout government. As of March 31, 1994, the Committee members were:

Ron Clark Chairperson	Deputy Minister to the Premier	Executive Council
Shiela Bailey Vice-Chairperson	Chair	Public Service Commission
Cheryl Hanson	Advisor	Saskatchewan Finance
Barrie Hilsen	Vice-President Human Resources	Saskatchewan Property Management Corporation
Marv Hendrickson	Deputy Minister	Saskatchewan Indian and Metis Affairs Secretariat
Con Hnatiuk	Deputy Minister	Social Services
Bill Hyde	Vice-President Human Resources	Crown Investments Corporation
Arleen Hynd	Deputy Minister	Education, Training and Employment
Janis Rathwell	Assistant Deputy Minister	Labour
Marianne Weston	Executive Co-ordinator	Women's Secretariat
Lily Tingley	Provincial Employment Equity Coordinator	Public Service Commission

The Steering Committee has overall responsibility for the government's employment equity program. The provincial Cabinet determines government policy and direction on employment equity. At the interface between Cabinet and the public service, the Steering Committee interprets Cabinet policy and manages its implementation. The membership of the Steering Committee was expanded in 1993/94 to include representatives from Crown Investments Corporation (CIC) representing the Crown Corporations and Saskatchewan Property Management Corporation (SPMC) representing the Treasury Board Crown Corporations.

The Chair of the Public Service Commission (PSC) is responsible for co-ordinating the implementation of the plan and supporting and promoting the plan through training and staffing activities in Executive government.

The permanent head of each department is responsible for the implementation of the employment equity plan in that department.

The two joint union/government employment equity committees are responsible for overseeing the implementation of the plan, developing new initiatives, and providing consultative services and feedback on activities.

Regulation 51 c) Designated Groups
in Accordance with Sections 53 a) i) to iii)

The four designated groups addressed by the employment equity plans are women, persons of Aboriginal ancestry, persons who have physical or mental disabilities and members of visible minority groups.

The plans address the under-representation of women in managerial and non-traditional occupations throughout the public service. Managerial occupations for women include all those in the management and professional levels 1 to 12B. Non-traditional occupations include those classifications which have fewer than 30% of the positions occupied by women (along with appropriate related classifications). The latter definition of 30% females in a non-traditional classification was developed in consultation with the SGEU and CUPE 600, since the majority of these are in-scope. The SHRC's comparable statistic of females in the working age population is 43%.

Persons of Aboriginal ancestry include Indian, Metis and Inuit. The comparable statistic of the working age population for Aboriginal people, compiled by the SHRC, is 12.2%.

The government's plans also include persons with physical or mental disabilities. Persons with disabilities are defined as those who actually require an accommodation in the workplace or who have a visible disability. The corresponding SHRC community representation statistic is 6.2% of the working age population.

Members of visible minority groups is defined by the SHRC as "persons who are, because of their race or colour, in a visible minority in Canada". The SHRC's comparable statistic is 4.4% in each of the cities of Regina and Saskatoon and 2.3% in all other areas of Saskatchewan.

Regulation 53 a) i) Representation of the Designated Groups

A. Workforce Survey

In February 1989, a voluntary Workforce Survey was forwarded to employees to compile information on numbers of persons of Aboriginal ancestry and persons with physical disabilities in the public service. The survey form was revised in 1991 and 1993 to include persons with mental disabilities and members of visible minority groups respectively (Appendix A). The 1993 revised survey form also allowed persons of Aboriginal ancestry to self-identify by category: Indian, Metis and Inuit.

Since the inception of the employment equity program, the voluntary nature of the survey form, based on self-declaration was identified as a problem. Designated group employees have been reluctant to self-declare, therefore, the recorded statistics did not accurately reflect actual representation in the workplace.

In the 1993 survey, **all** employees were requested to complete the Workforce Survey form, even if they were not members of a designated group. Thus, we were able to ascertain the response rate - it provides an overview of the percentage of designated group employees as a proportion of the employees who responded. The data in this report reflect this additional statistic.

Although the survey is voluntary, employees are strongly encouraged to complete the form with assurance that the information is strictly confidential and would be used to calculate aggregated data only, unless employees stated otherwise (See Section 2 of Workforce Survey form). However, employment equity coordinators and union leaders reported that there are many employees who do not complete the forms because they do not understand the purpose of the survey or the objectives of the program.

Departments were requested to re-survey their employees in 1993/94. As of March 31, 1994, 61.3 percent of employees in the managerial and professional series and 53.1 percent of all public service employees had responded. Departments with low response rates generally are those with regional offices in smaller centres and rural areas. Survey forms are re-distributed to employees who have not responded and provided to new employees and to employees whose circumstances have changed.

B. Statistical Data

(i) Overall Representation and By Type of Position

Tables 1 - 3 summarize the representation of the four designated groups in the public service as of March 31, 1994. Table 1 (Figures 1 and 2) provides an

overview of representation in government from 1990 to 1994. Tables 2 and 3 (Figures 3 and 4) present percentage statistics by designated groups in management positions for the year ending March 31, 1994, compared to March 31, 1993. The representation data on all the designated groups have increased from the previous year, other than members of visible minority groups who were first surveyed in this fiscal year. A number of reasons can be attributed to the increase: greater use of the inventories for persons of Aboriginal ancestry and persons with disabilities, more targeting of positions by departments, higher response rate from designated group employees when resurveyed and more applications from designated group members, particularly women, for management and non-traditional positions.

However, while the overall statistics have improved, it is recognized that the representation remains at a minimal level and accelerated recruitment of all designated group members is required to achieve goals. Furthermore, targets set must be made in recognition of current economic circumstances and downsizing activities.

Table 1

Designated Group Representation in Government: 1990 - 1994

	March/90	March/91	March/92	March/93	March/94
Persons of Aboriginal Ancestry	3.0%	2.9%	3.1%	3.4%	5.5%
Persons with Disabilities	2.3%	2.3%	2.4%	2.4%	3.1%
Members of Visible Minority Groups	N/A	N/A	N/A	N/A	1.9%
Women in Management*	25.0%	26.1%	26.8%	28.3%	30.6%
Women in Non-Traditional Positions	18.5%	19.3%	19.8%	16.1%**	19.7%
Women in Government	54.1%	54.2%	54.8%	54.7%	54.7%

* Women in all levels of the Management & Professional Classification Plan

** Non-traditional positions in the Labour Service (SGEU) were included in 1992, reducing proportionately the percentage of females in non-traditional occupations. **Historical comparisons are not possible between 1993 and previous years.**

N/A Not available

NOTE: Figures are based on self-identification (Workforce Survey form)

Figure 1

REPRESENTATION OF WOMEN IN GOVERNMENT 1990 TO 1994

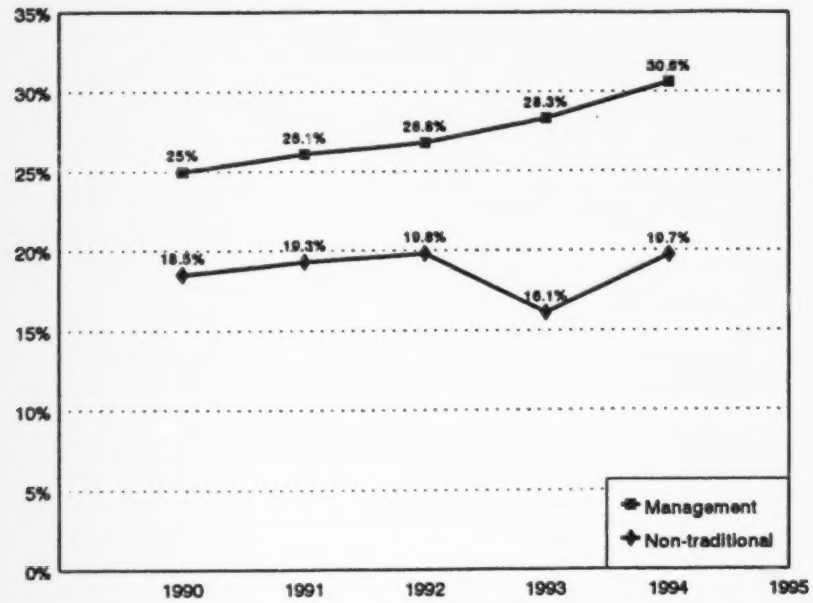
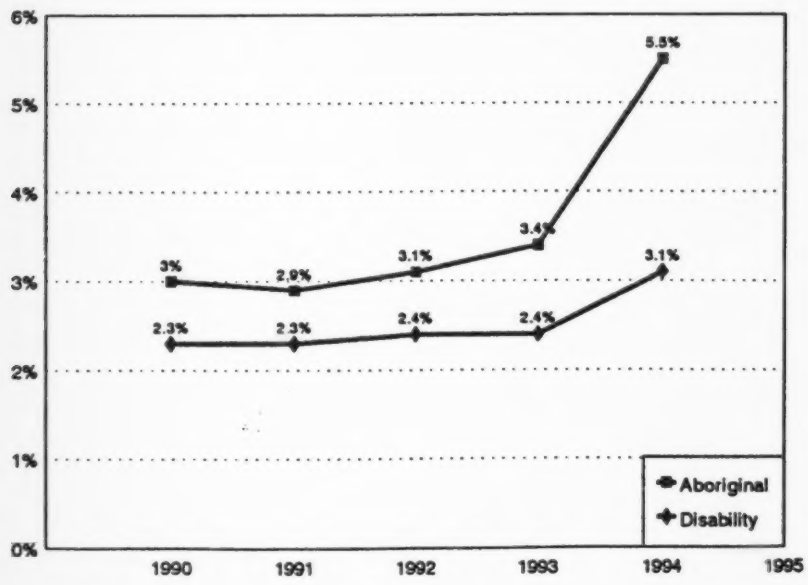


Figure 2

REPRESENTATION OF DESIGNATED GROUPS IN GOVERNMENT 1990 TO 1994



*Statistics on members of visible minority groups are not available prior to March 31, 1994

(ii) Representation by Management Levels

From 1990 to 1994, there has been a steady increase of women in management levels, particularly in levels 7-12B which increased 3.2% from the previous year. From 1992/93 to 1993/94, persons of Aboriginal ancestry in management increased by .6 percentage points from (1.8% to 2.4%) while persons with disabilities in management increased by .3 percentage points (3.1% to 3.4%).

Table 2

Representation in Management Positions: 1990 - 1994

	March/90	March/91	March/92	March/93	March/94
Persons of Aboriginal Ancestry	1.6%	1.6%	1.7%	1.8%	2.4%
Persons with Disabilities	3.3%	3.4%	3.4%	3.1%	3.4%
Members of Visible Minority Groups	N/A	N/A	N/A	N/A	2.3%
Women: Levels 7-12	17.4%	18.1%	19.1%	20.4%	23.6%
Levels 1-6	29.2%	30.4%	31.0%	32.6%	34.6%
Total	25.0%	26.1%	26.8%	28.3%	30.6%

Table 3

Designated Group Representation in Management Levels

Management Levels	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons With Disabilities	Members of Visible Minority Groups
March 31, 1993					
7 - 12	632	129 (20.4%)	11 (1.7%)	26 (4.1%)	n/a
1 - 6	1173	382 (32.6%)	22 (1.9%)	29 (2.5%)	n/a
Totals	1805	511 (28.3%)	33 (1.8%)	55 (3.1%)	n/a
March 31, 1994					
7 - 12	627	148 (23.6%)	14 (2.2%)	21 (3.3%)	13 (2.1%)
1 - 6	1123	388 (34.6%)	28 (2.5%)	39 (3.5%)	27 (2.4%)
Totals	1750	536 (30.6%)	42 (2.4%)	60 (3.4%)	40 (2.3%)

Figure 3

WOMEN IN MANAGEMENT POSITIONS 1990 TO 1994

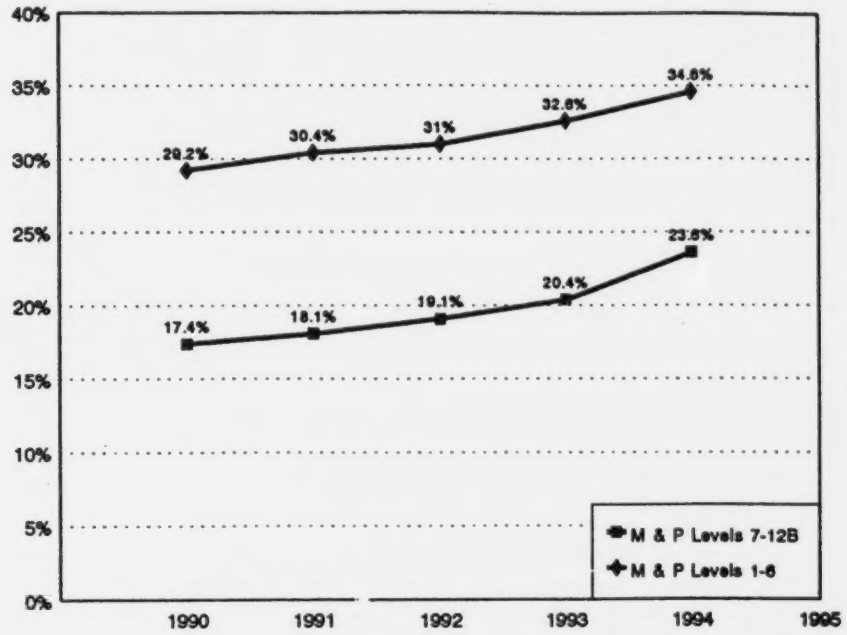
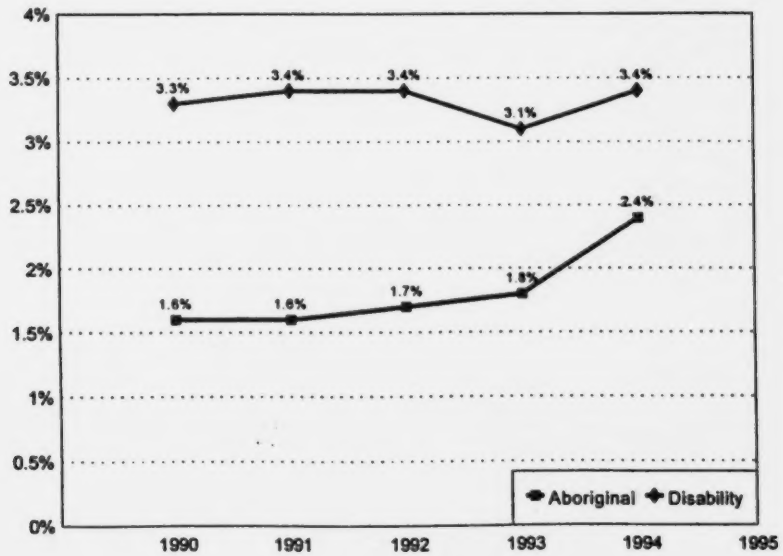


Figure 4

DESIGNATED GROUPS IN MANAGEMENT POSITIONS 1990 TO 1994



* Statistics on members of visible minority groups are not available prior to March 31, 1994

(iii) Representation by Occupational Group

In the 1993/94 Term and Condition of Approval #2, the SHRC requested specific statistics:

Workforce analysis of permanent staff
Workforce analysis of non-permanent staff
Staffing of permanent positions by external hires
Staffing of non-permanent positions by external hires
Promotion of permanent staff
Turnover of permanent staff
Summer student hires

Appendix B categorizes the data by occupational groups, gender and designated group, except for turnover and summer students data which are categorized only by designated group.

Occupational Groupings

Designated group members were categorized according to these occupational groups: (Tables 1 - 12 in Appendix B)

Administrative, Fiscal and Clerical
Engineering and Applied Sciences
Agricultural and Environmental Resources
Inspection and Regulatory
Education
Medical and Related Services
Social Services
Trades, Labour and Operational Services
M & P levels 1 to 6 (Tables 10 to 12 only)
M & P levels 7 to 12B (Tables 10 to 12 only)

It is noted that:

- Females tend to be concentrated in the administrative, fiscal and clerical groupings. (Tables 5 and 6)
- Aboriginal persons are well-represented in the Social Services grouping, but not in the other categories. (Table 7)
- Persons with disabilities and members of visible minority groups are more or less evenly distributed across all groupings, but as a minimal percentage of the total workforce. (Tables 8 and 9)

(iv) Representation in CUPE Positions

As requested by the SHRC in previous years, summary data for CUPE 600 positions have been compiled in Table 4 by designated group and by department (Health and Social Services).

Table 4 Designated Group Representation in CUPE 600 Positions					
	Filled Positions	**Women**	**Persons of Aboriginal Ancestry**	**Persons With Disabilities**	**Members of Visible Minority Groups**
March 31, 1993					
Health	635	463 (72.9%)	10 (1.6%)	5 (0.8%)	n/a
Social Services	716	537 (75.0%)	27 (3.8%)	12 (1.7%)	n/a
Total	1351	1000 (74.0%)	37 (2.7%)	17 (1.3%)	n/a
March 31, 1994					
Health	572	421 (73.6)	16 (2.8%)	12 (2.1%)	7 (1.2%)
Social Services	609	448 (73.6)	24 (3.9%)	17 (2.8%)	21 (3.4%)
Total	1181	869 (73.6%)	40 (3.4%)	29 (2.5%)	28 (2.4%)

(v) Management and Professional Classification Plan Salary Levels

The approved out-of-scope plan provides salary range data for the government's management and professional classification plan. SHRC requires an update of the monthly rates for sample positions in the out-of-scope classification plan. Appendix C presents this information, as of March 31, 1994.

Regulation 53 a) ii) Community Analysis

The SHRC estimates of designated group people in the working age population (15 - 64 years) in Saskatchewan are:

Women in the Workforce	43.0%	
Persons of Aboriginal Ancestry	12.2%	
Persons with Disabilities	6.2%	
Members of Visible	4.4%	in the cities of Regina and Saskatoon
Minority Groups	2.3%	in all other areas in Saskatchewan

Regulation 53 a) iii) Under-representation

Persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups are generally under-represented in the public service. It is necessary that their participation be increased within all areas and at all levels.

While the representation of women in the public service generally is good, they tend to be over-represented in certain occupational groups and under-represented within the managerial and non-traditional occupational areas.

A. Non-Traditional Occupations for Women

Appendix D lists the SGEU and CUPE 600 occupations considered to be non-traditional for females. It includes those classifications in which women make up less than 30%, along with appropriate related classifications. Table 5 provides summaries of women in non-traditional CUPE and SGEU positions for 1994.

Table 5
Non-Traditional SGEU and CUPE 600 Positions
March 31, 1994

	SGEU	CUPE
Non-Traditional Positions	2428	36
Women in Non-Traditional Positions	476 (19.6%)	10 (19.7%)

B. Women in the Public Service

The number of women employed in the public service remains at 54.7%, the same as last year. There has been an overall increase of women in management, from 28.3% to 30.6%. As of March 31, 1994, 23.6% were women in levels 7-12B (senior management), and 34.6% in levels 1-6 (middle management).

Regulation 51 d) Goals in Accordance with Section 56 a)

A. Long-term Goals

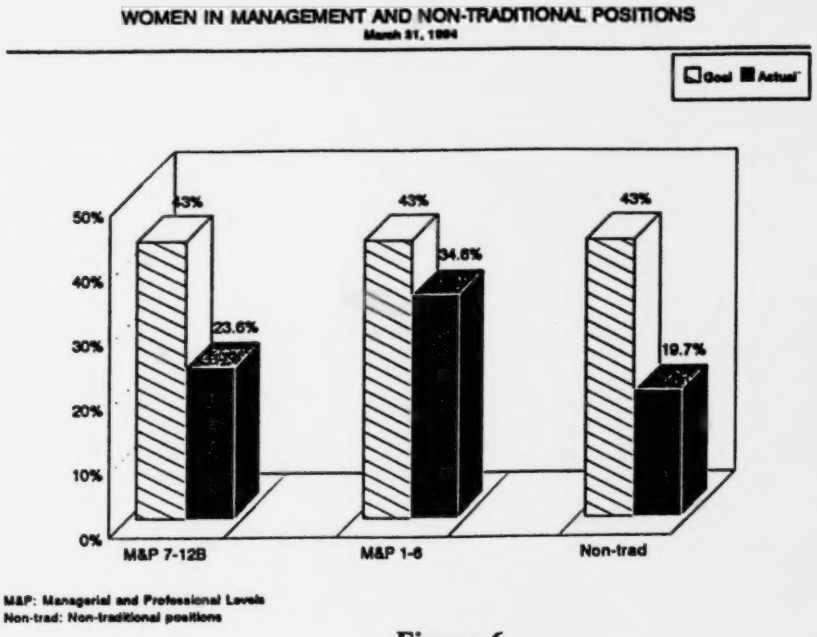
The long-term goal is a public service in which women, persons of Aboriginal ancestry, persons with disabilities, and members of visible minority groups are employed in the same proportions in which they are available in the working age population and are either qualified or could become qualified through reasonable efforts on the part of the employer.

The long-term (20-year) goals for government are:

Women in management and non-traditional positions	43.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	6.2%
Members of visible minority groups	4.4%

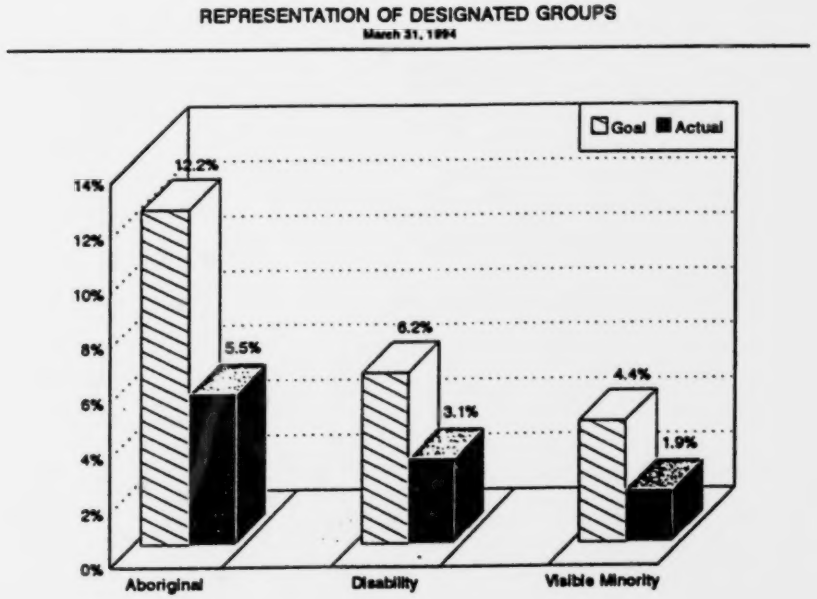
Figures 5 and 6 compare actual representation with the long-term goals.

Figure 5



M&P: Managerial and Professional Levels
Non-trad: Non-traditional positions

Figure 6



B. Short-term Goals

Quantitative short-term goals for recruitment were established by departments for 1993/94. The following table summarizes the achievement of these goals:

Table 6
Short-term Goals and Recruitments* - 1993/94

	Goal	Permanent	Non-Permanent	Total
Women in Management	84	96	27	123
Women in Non-Traditional Positions	111	32	158	190
Persons of Aboriginal Ancestry	150	33	211	244
Persons with Disabilities	43	15	26	41
Members of Visible Minority Groups	41	7	34	41
Total	429	183	456	639

* Data compiled manually by each department.

Note: Board Minute positions appointed in Agricultural Credit Corporation of Saskatchewan (ACS) have been included in the total recruitment statistics. Refer to Appendix E for a detailed explanation.

The total number of designated group members recruited in 1993/94 was 639, of which 183 were permanent and 456 were non-permanent. Over 71% of total recruitments were non-permanent employees, many of whom were summer students and co-op students. While the short-term goals were achieved, we need to concentrate our efforts in hiring permanent employees in order that we may sustain a critical mass of designated group employees in our workplace. Downsizing activities and budget restraints have prevented us from increasing our numbers significantly.

We were particularly successful in the recruitment of women in management and non-traditional roles, and persons of Aboriginal ancestry. We did not reach our goal for recruitment of persons with disabilities (43 goal, 41 actual) and just reached our goal for members of visible minority groups (41 goal, 41 actual).

We recognize the need to increase our efforts to recruit employment equity candidates and to improve our efforts to retain these employees in the public service.

The PSC/SGEU Collective Bargaining Agreement provides for improved seniority rights and equitable treatment for non-permanent employees which should assist designated group employees to gain access to permanent positions in the future and to retain employment.

Regulation 51 d) Short term Goals for 1994/95

The Deputy Minister to the Premier will request departments to submit quantitative and qualitative goals for 1994/95 by mid-June, 1994.

While it is recognized that there is a greater challenge to be faced in this time of restraint, each department will be requested to use a pro-active approach which will achieve realistic, but assertive employment equity goals.

These short term goals will include specific activities and initiatives related to employment equity, as well as numerical targets for recruitment of each of the four designated groups. The goals will include reasonable time frames for completion of each initiative and identify who is responsible for its achievement. Goals will also be responsive to changing conditions in the workplace.

Departments will take into consideration:

- the activities, achievements and difficulties of the previous year;
- downsizing activities, including resulting bumping activities;
- availability of qualified designated group applicants and employees;
- government reorganization;
- the approved 1994/95 budget and related program changes;
- devolution exercises, particularly in health, social services and forest fire management; and
- anticipated vacancies and turnovers.

Regulation 51 e) Special Measures

In previous years, this section included detailed descriptions of all of the departments' employment equity initiatives, resulting in an extensive document. In consultations with the SHRC, this year's report, to facilitate brevity and ease of reading, presents only a summary of the government's employment equity activities. Additional, and more specific information may be obtained from department employment equity co-ordinators listed in Appendix F.

A. Advertising

1. Advertising the government's commitment to employment equity:

   - Job vacancies are advertised in the PSC "Saskatchewan Careers Bulletin" which is available in braille and by a telecommunication (TDD) line. Several issues of the "Bulletin" provided a description of the employment equity program and a contact name and telephone number for those seeking additional information.

- Articles about the employment equity program are featured in various departmental newsletters, some of which reach the public.

- A press conference held in September, 1993 by the Minister Responsible for the Public Service Commission reiterated the government's commitment to eliminating barriers and implementing special measures to achieve a representative workforce.

2. Including a statement about employment equity in job advertisements:

   - Statements regarding the government's commitment are used when advertising in print:

We are committed to employment equity and encourage applications from persons of Aboriginal ancestry; persons with disabilities; members of visible minorities; and women seeking management and non-traditional roles. We are committed to employment equity and ensure equal opportunity for all candidates.

3. Appropriately depicting designated group members in published material:

   - Internal publications and general government information and promotional material feature designated group employees in a non-stereotypic manner; advertising in certain programs is translated into Aboriginal languages.

4. Ensuring the absence of systemic barriers in job advertisements:

   - Advertisements are gender neutral in images and language, depict designated group members in a positive fashion, and are free from overtones of sexism and racism.

   - Job descriptions are closely reviewed by staffing consultants to ensure that no systemic barriers exist.

5. Placing job advertisements in appropriate publications:

   - Job advertisements are placed in publications to reach the designated group readership, particularly those in Northern Saskatchewan communities.

6. Targeted advertising:

   - Recruitment measures include statements of preference for candidates with proficiency in Cree, Dene or Michif, other provisions may include extensive experience working in a cross-cultural setting, working with Aboriginal people and respecting their expressions of traditional healings and spirituality.

- In 1993/94, 38 advertisements were targeted: 30 Aboriginal, 2 disability, 1 Aboriginal/disability/visible minority and 5 all groups by varying the following ad:

  This position is targeted under the Employment Equity Program for candidates of Aboriginal ancestry, members of visible minorities, persons with disabilities, and women seeking management and non-traditional roles as per Article 22 of the PSC/SGEU Collective Agreement. Applicants from these groups are encouraged to self-identify for this competition.

B. Recruitment

1. Recognizing transferable/equivalent skills and experience:

   - Position requirements are stated in terms of knowledge, skill and abilities and unless required by statute (e.g. nurses or psychologists); "equivalent combination of training and experience" is accepted in place of specific credentials.

2. Identifying feeder classifications and positions:

   - Departments identify trainee positions which can be filled by designated group members who wish to improve skill levels.

3. Identifying positions to be filled by designated group members:

   - Departments and PSC monitor vacancies to identify those which can be filled by designated group members, either on a permanent, non-permanent or secondment basis.

   - Human Resource Branches encourage managers to consider designated group candidates for non-permanent positions and out-of-scope vacancies provided they meet minimum qualifications. Department managers indicate whether they are considering employment equity candidates and in some cases, must justify decisions not to consider staffing with employment equity candidates.

4. Use of entry level (Article 22) positions for designated group members:

   - Article 22 (PSC/SGEU Collective Agreement) allows exceptions to normal hiring procedures in certain classes of positions for employment equity purposes. Departments use this provision to accelerate the recruitment of designated group members at the entry level.

5. Inventories of qualified designated group members:

   - The PSC maintains inventories of persons of Aboriginal ancestry and members of visible minority groups. The Disabilities Directorate in the Department of Labour maintains an inventory of candidates with disabilities. Inventories are used by government departments, Crown and Treasury Board corporations and private sector employers.

6. Active searches for designated group candidates:

   - Staff responsible for the central inventories contact external agencies and organizations for referrals of qualified candidates to match specific vacant positions. Departments have also established their own contacts with external organizations, including a nearby Indian band when staffing in specific locations for special positions.

   - Native liaison officers are active in recruiting Aboriginal candidates for positions in northern Saskatchewan.

   - Departments participate in career fairs around the province to solicit interest in non-traditional careers and to attract designated group members. The career displays reflect designated group employees in a positive, non-stereotypic manner. Departments participated in a major career symposium organized by the Interprovincial Association on Native Employment (IANE) in Saskatoon in fall, 1993.

7. Meetings with organizations representing designated groups:

   - PSC and departments are in contact with voluntary groups on an ongoing basis to accept referrals and to discuss the qualifications of potential applicants. Aboriginal leaders and others are invited to meet and discuss common issues and expectations and to devise methods to work cooperatively to achieve goals.

   - In partnership with community groups, departments are reminded to consider hiring persons with disabilities in the Take One campaign.

8. Use of training programs when hiring qualifiable designated group members:

   - Practicum and work placements are arranged for designated group members from post-secondary institutions (e.g. Saskatchewan Indian Federated College, Gabriel Dumont Institute, Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies) and community agencies (Neil Squire Foundation, Bridging Program for Women, Future Works). These placements provide relevant experience and, on occasion, lead to part-time positions.

- Departments work in partnership with educational institutions and labor market analysts to identify future occupational shortages and plan for training of designated group candidates.

9. Permanent and Non-Permanent Appointments

- Mechanisms used during the year to appoint designated group members include:

  - Competitions for permanent positions.
  - Other appointments of a permanent or non-permanent nature, which include transfers within/between departments and promotions within/between departments, any of which may involve either a permanent move, or appointments to temporary, part-time and casual positions.
  - Assignment of new higher level duties on a permanent basis, followed by an upward reclassification.

- Some departments attempt to ensure that employees are aware of internal developmental opportunities by circulating information on secondment opportunities.

- In the PSC/SGEU Collective Agreement, Part 2 Section 10.2.3 allows for the posting of temporary and part-time work to be waived in the case of selections for employment equity purposes. Ninety-one positions were approved by PSC for staffing under this provision from June 1, 1993 to March 31, 1994.

10. Non-article 22 SGEU Positions (Appendix E in the PSC/SGEU Collective Agreement)

- In the approved SGEU/Government employment equity plan, a provision has been made where the employer may designate "X" positions annually for the purpose of increasing the representation of designated group members. The following criteria were set in 1989/90 when designating these positions:

  - This designation of positions not currently covered by Article 22 (Part 1) and Article 3.1.1 (Part 6) must be mutually agreed upon by both parties in accordance with Article 22 (Part 1) and Article 3.1.1 (Part 6).
  - Positions so designated shall be new or unencumbered (vacant) positions. This means the employer agrees that no employee, whether permanent or non-permanent, will be displaced in order to comply with this process.

- Designation means a preference may be expressed for a particular designated group and, in the first instance, only applications from members of that designated group need be considered.
- Employees who are on a long term disability plan and who have a physical disability as defined in Section 51 (c) will qualify as members of the designated group - persons with disabilities, for employment equity purposes. Filling positions designated for persons with disabilities will be done in accordance with Letter of Understanding 157.

- In the 1993/94 fiscal year, 24 positions of a total of 47 requests (51%) were approved by the SGEU under this provision (see Table 14 in Appendix B).

- Departments expressed concerns regarding the rate of denials of their Appendix E requests and the extensive turnaround time for a SGEU response. The SGEU expressed concerns regarding the repeated targeting of positions for only one of the designated groups and departments' requests for approval of "non-feeder" positions. The Joint SGEU/Government Employment Equity Committee views the Appendix E as high priority and is working together to resolve the issues by setting out acceptable criteria to facilitate staffing of employment equity candidates. An improved process of implementation will increase the recruitment of designated group persons in the next year.

11. Self-identification on employment application:

- A description of the revisions of the workforce survey form and results is presented on page 5 of this report.

12. Interviewing Process:

- Managers and staffing consultants prepare interview guides which are to be free from systemic and cultural barriers.

- Whenever possible, representatives of the designated groups participate on the interview panels.

13. Monitoring turnover rates:

- All departments are required to conduct voluntary exit interviews on designated group employees leaving the public service. Departments are free to conduct interviews with all staff, if their resources permit.

- As agreed with the SHRC, departments do not interview employees who have been affected by downsizing or were involuntarily terminated.

- Table 15 in Appendix B presents the data on designated group employees (self-declared) leaving the public service from April 1, 1993 to March 31, 1994. Exit interview data indicate that the most frequent reasons for termination included other employment, relocation, family obligations and end of work term. No problems were identified (e.g. unfair treatment or discrimination) by employees interviewed.

14. Summer Student Program

- The summer student program is centrally administered by the PSC. Full-time students (who are normally residents of Saskatchewan) are eligible to apply and must be returning to school on a full-time basis in the fall. Preference is given to post-secondary students.

- Students referred to departments for specific positions on a random basis by computer within categories (i.e. location, availability, students' job preferences, special skills if appropriate such as typing). The random selection process is automated. Pertinent data from student application forms are entered into a computer system (name, address, job preferences, skills, location preferences, availability, employment equity). Applications selected are then forwarded to appropriate departments for final selection. Whenever possible, application forms from the designated groups are included with each package of resumes of qualified students. There were some instances when PSC was not able to supply resumes from designated group members for jobs requiring certain technical and specific skills.

- The PSC emphasizes the employment of qualified designated group students in summer student positions except where there is a qualified employee on the reemployment list (Letter of Understanding 201) in the PSC/SGEU Collective Agreement. Table 16 in Appendix B presents summer student recruitment data by occupational grouping. Table 17 in Appendix B quantifies the applications received and the students hired by designated group.

C. Developmental Opportunities

1. Staff Development Programs:

- A wide range of staff development opportunities are available to public service and labour service employees at all levels to upgrade their skills and to assist them in performing effectively. The government has initiated an inventory model that focuses on self-directed learning. Resource Centres have been developed in departments, providing opportunities to employees for ongoing learning and skills development.

- Managers are encouraged to give priority to designated group employees for training opportunities in seminars and workshops, including university classes and skill courses (tuition and book reimbursement).
- Regular training programs have employment equity components and are culturally sensitive. Special programs, such as a pilot literacy program in Northern communities, are offered.
- Managers work with employees on personal and career development plans annually to identify and plan for the acquisition of additional job-related skills.
- Options for training Aboriginal persons for middle and senior management positions in Executive government and the Crown and Treasury Board corporations are being reviewed.
- Departments are working in partnership to identify future human resource needs and methods to encourage designated group members to enrol in training courses.

2. Developmental Assignments:

- Departments encourage and support current designated group employees who may be interested in career assignments, job rotations, secondments and temporary performance of higher duties to gain different work experiences, and new technical and management skills.

- Departments arrange for job reassignments e.g. traditional to non-traditional positions, "interagency" enrichment, temporary upward reclassification and special projects for designated group employees. The impact of health reform and Aboriginal self-government and devolution of services has shifted the focus from internal, supervisory development to external, community-based work teams.

- Departments continue to make available variable hours, job-sharing and career leaves to meet individual needs. The variable hours/job sharing program allows employees to decrease their hours of work and maintain their permanent status. Permanent out-of-scope, CUPE and SGEU employees are eligible, with approval of the supervisor. Career leave options provide opportunities for employees to take leave for personal development purposes, family reasons, community service, personal development and temporary work experience.

3. Other Development Programs:

- Other development programs include PSC courses, departmental technical training, seminars or conferences sponsored by outside agencies, internal seminars, and out-of-province conferences and meetings.

- Designated group employees are encouraged to take advantage of bursaries; SHRC has approved the designation of Northern Health bursaries for employment equity applicants as a special measure.

D. Ethnic, Racial and Gender Harassment

- There is a Sexual Harassment Policy, as well as a Letter of Understanding, in the PSC/SGEU Collective Agreement. The PSC/CUPE 600 Collective Agreement, effective October 1, 1993, now has a section (3.04) on sexual harassment. Departments continue to conduct educational seminars and workshops to educate staff regarding government harassment policies.

- The SGEU and the Government of Saskatchewan have jointly recognized the right of employees to work in an environment free of racial, ethnic and gender discrimination (Appendix H of the PSC/SGEU Collective Agreement). A joint service-wide Union/Management Committee on Discrimination was established to develop the fundamental principles of an educational program to prevent or correct discriminatory behaviour at work. The Committee also made recommendations for the development of an education program to prevent discrimination in the workplace.

- PSC and SGEU are developing a government-wide anti-racial, ethnic and gender discrimination training program for implementation in fall, 1994. In addition, both are involved in developing a training program for those assigned to investigate harassment and discrimination complaints.

E. Education and Awareness

1. Internal Communications:

   - Reports of employment equity goals and results are approved by the deputy minister and distributed to branch managers for information and action. Presentations are made to executive management; government employment equity brochures plus department-designed pamphlets, including a calendar on focusing on disabilities, are distributed.

   - Informal discussions or formal social events are held by executive management with employees to share viewpoints on employment equity initiatives.

   - Departments explicitly state that annual personal goals and objectives (Key Result Areas) of managers include employment equity objectives.

- SGEU as an organization is becoming more active in specific employment equity activities by speaking at conferences, meeting with individual departments on employment equity issues, and assisting in workforce survey discussions.

2. Newsletters and Other Communications:

   - The PSPeople, the government newsletter distributed to all public service employees, features designated group employees, promotes the objectives of the program and reports on results.

   - Departments distribute employment equity information through regular reports, memos, posters, internal newsletters, journals, articles, electronic-mail, to all staff. Internal newsletters feature issues concentrating only on employment equity, or have regular articles about employment equity activities or designated group members in the workplace.

   - Information to employees and general public on departmental programs and proposed legislation is made available in braille and audio-tape whenever possible upon request.

3. Presentations:

   - Presentations on a variety of issues relating to employment equity were made to management and other employees by current employees, other departments/agencies (SHRC, Disabilities Directorate, IMAS, Women's Secretariat, PSC) and by external resources (educational institutions, community groups, private consultants, professional lecturers).

   - Employee Orientation Programs include briefings on the employment equity program.

   - Internal training programs on cultural sensitivity and employment equity use designated group members from within government and community groups e.g. elders from the Aboriginal community, whenever possible to plan, develop and implement the training.

4. Conferences and Seminars:

   - Staff attended conferences, seminars and training courses on employment equity and other related issues, including those organized by the Saskatchewan Employment Equity Practitioners' Association, Statistics

Canada, Aboriginal Women, Interprovincial Association on Native Employment, Women's Secretariat, federal government and private employers and consultants.

5. External Communication:

- Staff from departments participate on boards and in organizations which promote employment equity initiatives in the community.

- Departments initiated and/or assisted in community projects to promote positive attitudinal and behavioral change, for example, a "Girls Exploring Technology" Science Camp for elementary school-age girls, carpentry course for members of visible minority groups and others, and an equity checklist (attitudinal) for recreational boards.

6. Other:

- The Employee Assistance Program (EAP) provides confidential and professional counselling to employees who are experiencing difficulties in their personal or professional lives.

- Departments recognize National Access Awareness Week, International Women's Day and International Day for the Elimination of Racial Discrimination, by initiating special activities.

F. Retention Initiatives

- Departments continue to provide career counselling services. They also refer designated group members to organizations and agencies which provide vocational counselling services or specific employment programs for designated group members.

- An Aboriginal Employees' Support Network has been established within the Government of Saskatchewan. The first Aboriginal Network Conference was held in August, 1993 and attended by 275 Aboriginal employees. An Aboriginal Steering Committee Co-ordinator has been recruited for a six-month period to organize the second conference for May, 1994.

- Departments encourage informal mentoring among new and current staff; the government and SGEU are planning to jointly implement a formal mentoring program on a pilot project basis.

- Departments recognize the need to create a harmonious corporate atmosphere which welcomes diversity and change. Barriers to acceptance and tolerance are identified and changes are instituted to accommodate differences.

G. Other Initiatives

- Persons with disabilities (non-government) employees are introduced to DOS, Word Perfect, Excel and other software by a computer unit to give experience to members of this designated group.

H. Difficulties Encountered

- Difficulties have been encountered in attracting qualified designated group members in highly specialized positions requiring engineering, mathematical or scientific backgrounds or special licenses or certificates.

- Most departments said they experienced difficulty in meeting their goals as a result of budgetary restraint, downsizing, and general staffing limitations. Hiring in permanent positions was somewhat limited, as many permanent positions were filled by in-service candidates, through the bumping process or the re-employment list.

- Some departments experienced difficulties in obtaining qualified candidates from the inventories. Also contacts with designated group members have been unproductive as they may not be available for short-term assignments or do not meet the job requirements.

- Employment equity committee members are hard pressed to set aside time outside of their normal workloads to commit to employment equity initiatives.

- Requests to SGEU to approve Appendix E positions have been denied or delayed, resulting in frustration and extensive turnaround time. Criteria and process for approval may not be well understood by some managers.

- Staff have been surveyed (workforce survey) on several occasions and the response rate for some departments is low. Some Aboriginal persons have indicated that they were not willing to self-identify, as they perceive that the representation data will increase which will prompt the government to decrease Aboriginal hiring accordingly.

- Some departments are unable to attract First Nations candidates, as compensation and benefits from government are lower than those offered by bands and tribal councils.

- Employment equity coordinators and union leaders have experienced a backlash to employment equity from employees. There is potential for non-designated group members to falsely self-identify in order to qualify for employment equity measures.

I. Accommodating Persons With Disabilities

1. Physical Accessibility:

In 1993/94, $191,200 was spent on completed physical accessibility renovations in government owned and leased buildings. Table 18 in Appendix B lists the completed projects and amounts expended.

2. Technical Devices and Services:

Departments continue to provide technical devices, on a permanent loan basis, for use by employees with disabilities. This includes maintenance contracts and repair. Examples of devices and services are: accessible washrooms and parking, door opening devices, telephone amplifiers, special furniture, sign interpreter, evacutrac and advanced computer technology.

J. Provincial Co-ordinator Initiatives

- PSC is responsible for administering and monitoring the employment equity plans on a government-wide basis. Responsibilities included planning and policy development, co-ordination of department initiatives, monitoring and evaluating achievements, and providing support and advisory services.

- The Provincial Employment Equity Co-ordinator co-chairs the Joint Committees with SGEU and CUPE, chairs the Employment Equity Co-ordinators' Council and the sub-committee on communications strategy, and is a member of the Steering Committee. The co-ordinator is also a member of SEEPA.

- In 1993/94 the major new initiatives were:

    - Development of a comprehensive employment equity communications strategy in consultation with the Women's Secretariat, IMAS, Disabilities Directorate, Municipal Government (Multiculturalism Branch) CIC, SHRC and the PSC.
    - Implementation of a mentoring program between management and Scott Collegiate Aboriginal students.
    - Declaration of Employment Equity Week and related activities in February, 1994, with a kickoff presentation, "The Eye of the Beholder" by Jane Elliott, the Iowa teacher who conducted the blue-brown eye experiment on discrimination.
    - Consultative services to the CIC and Treasury Board Crown Corporations to develop employment equity plans.

Regulation 51 f) Committee Structure

Employment Equity Steering Committee

The Steering Committee met four times during the year. A list of the members may be found on page 3; the Terms of Reference are in Appendix G.

1993/94 Initiatives

The PSC and Executive Council, under the direction of the Steering Committee, prepared recommendations to the Planning and Priorities Committee of Cabinet to expand and enhance the employment equity program in the provincial government. These proposals were approved and the Honourable Robert W. Mitchell, Minister Responsible for the Public Service Commission, held a press conference on September 2, 1993 to announce:

- Expansion of employment equity to Crown and Treasury Board Corporations.

  Cabinet directed all Treasury Board Corporations and the Crown Investments Corporation to work with Crown Corporations to develop and implement employment equity plans in their workplaces and seek approval from the SHRC within the year.

- Enhancement of employment equity within Executive Government.

  A more assertive strategy for Executive Government, coordinated by PSC, included the following measures among others (See Appendix H for a detailed description of the initiatives):

  - establish a service-wide union/management committee to develop a proposal for an educational program to prevent and correct discriminatory behaviour at work, based on race, ethnic background and gender;
  - revitalize inventories of resumes for all designated groups;
  - establish systems to facilitate retention of designated employees;
  - incorporate employment equity goals into performance evaluation criteria for permanent heads;
  - establish partnerships with voluntary organizations, educational institutions and employers to prepare and promote applicants; and
  - create a Standing Advisory Committee including Women's Secretariat, IMAS, Disabilities Directorate of Labour, PSC and unions to advise, monitor and recommend enforcement to the Steering Committee.

The above initiatives plus those outlined in Appendix H, have been implemented wholly or partially with the exception of the Standing Advisory Committee. Following consultations with the Steering Committee and the Joint SGEU/Government Employment Equity

Committee, it was agreed that the role of the Standing Advisory Committee was to support and facilitate these initiatives rather than to monitor and enforce departments.

Other Steering Committee decisions and activities in 1993/94 include:

- The Committee was expanded to include representatives from CIC and the Treasury Board Corporations who, along with the Executive government, report on progress and discuss policy and implementation issues.

- The Chair of the Steering Committee reminded permanent heads to incorporate employment equity goals into their performance objectives and evaluation criteria, by memo, at their regular Committee of Deputies meetings, and on other occasions.

- The Terms of Reference for the Steering Committee were updated to reflect the membership and to redefine roles and responsibilities.

- The Steering Committee directed the PSC to develop a comprehensive communications strategy in September, which was approved in December 1993 for implementation.

- Last year's annual report and the current year's short-term quantitative goals were approved for submission to the SHRC.

Employment Equity Co-ordinators' Council

Each department is responsible for ensuring that basic employment equity principles and plans specific to its needs are implemented. Each department appoints an employment equity co-ordinator who is the link within the department with other employees and managers, other departments, the Provincial Co-ordinator, and community groups.

The co-ordinators represent their departments on a government-wide Employment Equity Council. The Council provides the opportunity for information exchange and input into employment equity matters, and is a formal co-ordinating mechanism for government-wide initiatives. In 1993/94, the Council met four times. Areas for discussion included:

- employment issues faced by members of visible minority groups
- revised workplace survey form
- comprehensive communication strategy
- "A Class Divided" presentation, evaluation of Jane Elliott's presentation on discrimination
- Employment Equity Week activities
- International Women's Day
- International Day for the Elimination of Racial Discrimination
- National Access Awareness Week

Department Employment Equity Committees

Each department has an employment equity committee with representatives from both in-scope and out-of-scope employees. The committee is responsible for developing, implementing and monitoring departmental employment equity plans. In many departments, sub-committees are formed to address issues and implement activities and members are rotated to ensure continuity from year to year.

Regulation 51 g) Names of Joint Committee per Section 60

SGEU/government and CUPE/government joint committees are on-going. Each committee consists of two co-chairpersons and an equal number of union and government representatives.

Joint SGEU/Government Committee

The Joint SGEU/Government Employment Equity Committee oversees and participates in the conceptualization, development and implementation of the employment equity plan. As of March 31, 1994, the Committee consisted of the following members:

Representing the Government of Saskatchewan

Lily Tingley, Co-chairperson
Howie Alberts
Terry Foulds
Wayne McKenzie
Michele Ryan

Representing the Public Service/Government Employment Bargaining Unit of the SGEU:

Mike Daley, Co-chairperson
Cheryl Black
Eric Boese
Dorian Hassard
Leona Sarchuk

A Statement of Principles and Terms of Reference were developed by the Committee to guide the development of the joint employment equity plan. The Committee is on-going for purposes of overseeing the implementation of the plan and special measures, monitoring the plan, and furthering plan development.

In 1993/94, the Committee met three times. At a meeting held June 9, 1993, SGEU expressed their concerns over the government's implementation of the employment equity plan and advised committee members that it was conducting its own review of the

program. Subsequently, SGEU requested clarification on employment equity issues (two letters dated September 9, 1993) and a response was provided by the Employment Equity Co-ordinator (letters dated September 29 and November 8, 1993). A meeting was then held on December 17, 1993 to discuss several outstanding issues. At the March 16, 1994 meeting, issues were identified for follow-up including Appendix E, systemic barriers, mentoring pilot projects, long-term objectives, meeting with SHRC re seniority, meeting with Joint Rehabilitation Committee, joint meeting with Employment Equity Co-ordinators' Council, 1995 Employment Equity Conference and proof of membership of designated groups.

Joint CUPE/Government Committee

The Joint CUPE/government consultation committee is on-going. The committee consists of two co-chairpersons and an equal number of union and government representatives. As of March 31, 1994, the committee members were:

Representing the Government of Saskatchewan:

Lily Tingley, Co-chairperson
Ken Cameron
Sean Himsl

Representing CUPE 600:

Nancy Redekop, Co-chairperson
Bruno Friebe
Lois Jonson

The Letter of Understanding which guides the committee contains the following Terms of Reference:

The functions of the Joint Consultative Committee on Employment Equity are:

1. Information gathering and sharing.
2. Joint problem solving capacity - identification of problems and the joint development of resolutions for the problems.
3. Monitoring role - monitoring progress and impact of the program's implementation.
4. Ability to make jointly binding decisions in regard to the development and progress of the Employment Equity Program.

Decisions shall only be binding if a majority of CUPE representatives and a majority of the government representatives are in agreement.

Terms and Conditions

The next section outlines the SHRC's 1993/94 Terms and Conditions of Approval for the employment equity program and the response/action taken by the Government of Saskatchewan on behalf of each term and condition.

Monitoring Processes and Responsibilities

This annual report represents an amalgamation of department reports for the fiscal year April 1, 1993 to March 31, 1994.

TERMS AND CONDITIONS OF THE SASKATCHEWAN HUMAN RIGHTS COMMISSION

Pursuant to Regulation 42 of **The Saskatchewan Human Rights Code**, the Saskatchewan Human Rights Commission continues approval of the Government of Saskatchewan's Employment Equity plan with the attached terms and conditions for 1993/94:

1. That the Government of Saskatchewan provide the Commission with an annual report by April 30, 1994 outlining the actions taken during the approval period to implement the plan, the progress of the plan, difficulties encountered and any changes to the program that it may be considering.

   The 1993/94 Employment Equity Annual Report was submitted to the Saskatchewan Human Rights Commission (SHRC) on May 6, 1994.

2. That the Government of Saskatchewan includes in its annual report a workforce analysis and employment transaction analysis showing the following:

   - workforce analysis of permanent staff,
   - workforce analysis of non-permanent staff,
   - staffing of permanent positions by external hires,
   - staffing of non-permanent positions by external hires,
   - promotion of permanent staff,
   - turnover of permanent staff,
   - summer student hires,

   categorized by occupational group, gender and designated group.

   The statistical tables are in Appendix B.

   Other statistical data in this year's Annual Report include management representation, type of position, short-term quantitative goals, non-traditional positions for women by union membership, Appendix E approvals, and completed accessibility projects.

3. That the Government of Saskatchewan report on the results of exit interviews conducted during the year.

   Table 15 in Appendix B presents the data pertaining to voluntary exit interviews conducted in 1993/94.

4. That the Government of Saskatchewan continue with the review of systemic barriers and file a report when completed.

A study of systemic barriers was jointly prepared by the Employment Equity Unit of the PSC and the SGEU. The document is still being reviewed by the SGEU members of the Joint SGEU/Government Employment Equity Committee.

5. That the Government of Saskatchewan report on specific actions taken during 1993/94 to train managers and employers on:

   - gender sensitivity,
   - sexual and racial harassment,
   - cross cultural issues,
   - issues affecting persons with disabilities.

Pages 22-24 in this Annual Report outline the specific actions taken in the past year to train human resources personnel, managers and employees regarding employment equity and to eliminate the barriers and implement special measures on behalf of designated group employees.

6. That by June 15, 1994 the Government of Saskatchewan provide departmental statistics on the representation of designated group members in the workforce.

Departmental and agency reports will be filed by June 15, 1994.

7. That the Government of Saskatchewan report on the implementation of incorporating into the performance evaluations of managers, an assessment of employment equity initiatives and results.

Methods for conducting performance evaluations of permanent heads and managers are reported on pages 23 and 29.

8. That the Government of Saskatchewan sponsor, in consultation with its bargaining agents, assess the impact of seniority on employment equity in accordance with Term #17 of last year's continued approval.

Due to a number of events, including a review by SGEU of the government employment equity plan in the fall of 1993, discussions on seniority provisions did not take place. However, a meeting is scheduled for May 26, 1994 with SHRC and both SGEU/Government and CUPE/Government Joint Committees to discuss this term and condition.

9. That by June 15, 1994 the Government of Saskatchewan submit a strategic plan outlining goals and employment equity activities by department for 1994/95.

A summary report will be filed with the SHRC by June 15, 1994.

Appendix A

Workforce Survey in Support of Employment Equity

Public Service
Commission

The Government of Saskatchewan is committed to fair treatment of all employees, including women, persons of Aboriginal ancestry, persons with physical or mental disabilities and members of visible minorities, with respect to their employment in the public service.

One indication of fair treatment is whether these groups are employed at all levels and in all areas of the public service.

By analysing our workforce, we are able to take positive measures to eliminate any inequalities in our employment systems.

Although we already know which of you are male or female, we do not have good information concerning which of you are persons of Aboriginal ancestry, persons with disabilities or members of visible minorities.

This survey is being conducted in cooperation with the Government of Saskatchewan, the Saskatchewan Government Employees' Union and the Canadian Union of Public Employees, Local 600. The results will be used to develop and monitor Employment Equity Plans.

The questions on the reverse side of this page are optional; however, your cooperation in completing this survey would be very much appreciated.

Your responses will be kept ***confidential***, unless you want to take advantage of opportunities that may be available through the Employment Equity Plan. If you do want to take advantage of these opportunities, please complete section 2 of this form.

All employees are asked to complete the survey.

Workforce Survey in Support of Employment Equity

Employees should complete this portion to help us account for all surveys.

Name _____ Department _____

Section 1

The responses to Section 1 are confidential unless you answer "yes" in Section 2.

A. Aboriginal ancestry includes Indian, Metis and Inuit.

Do you consider yourself to be of Aboriginal ancestry?
If yes, please check the appropriate category:

Indian ☐ Metis ☐ Inuit ☐

B. Physical or mental disability is a persistent and severe disability which limits employment activities and includes:

- any condition which requires a technical aid and/or service to allow you to perform your work responsibilities;
- any condition which requires a modification of job responsibility, adjustment of work hours, extra rest breaks or time off/leave to obtain treatment as necessary.

Physical disability also includes a physical condition which is visible to people, and therefore may impact on your employment.

Do you have a disability according to any of the above definitions?

Yes ☐ No ☐

C. Members of visible minorities are defined as persons, other than Aboriginal persons, who are considered to be non-white in colour. This refers to racial background, not religion or nationality. People who are members of visible minorities may have been born in Canada or elsewhere.

Do you consider yourself to be a member of a visible minority?

Yes ☐ No ☐

Section 2

If you are a woman, a person of Aboriginal ancestry, a person with a disability or a member of a visible minority group, do you wish to take advantage of possible opportunities that may be available through the Employment Equity Plan?

Yes ☐ No ☐

If you answer "yes", the information which you have provided in Sections 1 and 2 will be shared with your Human Resources Branch. If you answer "no" the information will remain confidential and will be reflected in general statistics only.

Appendix B

Table 1
Persons of Aboriginal Ancestry
Representation in Government - By Type of Position

	Filled Positions				Persons of Aboriginal Ancestry			
March 31, 1993								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2128	4777	795	7700	36	187	26	249
Temporary	44	523	33	600	0	23	1	24
Part-time	29	1342	124	1495	1	62	3	66
Casual	22	1109	399	1530	0	42	7	49
Labour Service	0	963	0	963	0	31	0	31
Total	2223	8714	1351	12288	37	345	37	419 (3.4%)
March 31, 1994								
Permanent	2072	5000	769	7841	50	296	28	374
Temporary	57	449	39	545	5	63	1	69
Part-time	24	1213	147	1384	0	102	8	110
Casual	12	485	226	723	0	44	3	47
Labour Service	0	756	0	756	0	16	0	16
Total	2165	7903	1181	11249	55	521	40	616 (5.5%)

Table 2
Persons with Disabilities
Representation in Government - By Type of Position

	Filled Positions				Persons with Disabilities			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1993								
Permanent	2128	4777	795	7700	65	154	16	235
Temporary	44	523	33	600	1	10	0	11
Part-time	29	1342	124	1495	0	25	0	25
Casual	22	1109	399	1530	1	9	1	11
Labour Service	0	963	0	963	0	13	0	13
Total	2223	8714	1351	12288	67	211	17	295 (2.4%)
March 31, 1994								
Permanent	2072	5000	769	7841	70	201	27	298
Temporary	57	449	39	545	0	13	0	13
Part-time	24	1213	147	1384	2	28	1	31
Casual	12	485	226	723	1	7	1	9
Labour Service	0	756	0	756	0	2	0	2
Total	2165	7903	1181	11249	73	251	29	353 (3.1%)

Table 3
Members of Visible Minority Groups

	Filled Positions				Members of Visible Minority Groups			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1994								
Permanent	2072	5000	769	7841	47	102	19	168
Temporary	57	449	39	545	2	18	2	22
Part-time	24	1213	147	1384	2	15	4	21
Casual	12	485	226	723	0	5	3	8
Labour Service	0	756	0	756	0	0	0	0
Total	2165	7903	1181	11249	51	140	28	219 (1.9%)

Table 4
Women
Representation in Government - By Type of Position

	Filled Positions				Women			
March 31, 1993								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2128	4777	795	7,700	744	2606	586	3936
Temporary	44	523	33	600	24	401	27	452
Part-time	29	1342	124	1495	21	1023	108	1152
Casual	22	1109	399	1530	16	756	279	1051
Labour Service	0	963	0	963	0	134	0	134
Total	2223	8714	1351	12288	805	4920	1000	6725 (54.7%)
March 31, 1994								
Permanent	2072	5000	769	7841	765	2735	563	4063
Temporary	57	449	39	545	37	329	32	398
Part-Time	24	1213	147	1384	14	948	121	1083
Casual	12	485	226	723	11	343	153	507
Labour Service	0	756	0	756	0	98	0	98
Total	2165	7903	1181	11249	827	4453	869	6149 (54.7%)

Table 5
Workforce Analysis of Permanent Staff[1] By Occupational Groups
March 31, 1994

Occupational Group	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Administrative, Fiscal and Clerical	81.3%	3.4%	4.7%	1.8%	56.4%
Engineering and Applied Sciences	2.5%	4.2%	3.5%	0	49.5%
Agricultural and Environmental Resources	7.5%	3.2%	1.2%	.7%	55.2%
Inspection and Regulatory	26.2%	3.8%	5.9%	1.7%	57.4%
Education	47.3%	0	3.2%	8.6%	67.7%
Medical and Related Services	77.1%	3.8%	2.7%	2.8%	44.2%
Social Services	44.4%	13.1%	4.8%	2.8%	68.6%
Trades, Labour and Operational Services	28.0	3.2%	2.6%	1.6%	52.4%

[1] Permanent employee means the incumbent of a position in the classified service or in labour service whose appointment has been confirmed in accordance with **The Public Service Act** and the SGEU and CUPE Collective Bargaining Agreements.

Table 6
Workforce Analysis of Non-Permanent Staff[1] by Occupational Groups
March 31, 1994

Occupational Group	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Administrative, Fiscal and Clerical	89.4%	5.8%	2.5%	1.5%	54.5%
Engineering and Applied Sciences	23.1%	3.8%	3.8%	0	42.3%
Agricultural and Environmental Resources	13.4%	4.0%	1.2%	.4%	46.6%
Inspection and Regulatory	11.8%	4.7%	3.5%	0	69.4%
Education	67.5%	2.5%	5.0%	2.5%	75.0%
Medical and Related Services	78.7%	2.3%	0.5%	1.3%	31.8%
Social Services	58.8%	20.7%	1.5%	2.3%	58.9%
Trades, Labour and Operational Services	57.4%	5.7%	.7%	2.1%	39.7%

[1] Non-permanent employee means one who is employed on a part-time basis (employed for irregular hours of duty or for specific intermittent periods or both) or on a temporary basis (tenure of employment is limited without acquisition of any continuing right to be retained as an employee beyond such period).

Table 7
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons of Aboriginal Ancestry
March 31, 1994

	Persons of Aboriginal Ancestry		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	90.7%	9.3%	84.5%	15.5%
Engineering and Applied Sciences	15.4%	84.6%	4.2%	95.8%
Agricultural and Environmental Resources	4.3%	95.7%	9.7%	90.3%
Inspection and Regulatory	23.1%	76.9%	22.4%	77.6%
Education	0%	100%	53.4%	46.6%
Medical and Related Services	78.8%	21.2%	77.7%	22.3%
Social Services	55.3%	44.7%	49.8%	50.2%
Trades, Labour and Operational Services	16.7%	83.3%	37.2%	62.8%

Table 8
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons with Disabilities
March 31, 1994

	Persons With Disabilities		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	73.7%	26.3%	84.5%	15.5%
Engineering and Applied Sciences	0%	100.0%	4.2%	95.8%
Agricultural and Environmental Resources	25.0%	75.0%	9.7%	90.3%
Inspection and Regulatory	17.6%	82.4%	22.4%	77.6%
Education	40.0%	60.0%	53.4%	46.6%
Medical and Related Services	46.7%	53.3%	77.7%	22.3%
Social Services	43.1%	56.9%	49.8%	50.2%
Trades, Labour and Operational Services	22.2%	77.8%	37.2%	62.8%

Table 9
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Members of Visible Minority Groups
March 31, 1994

	Members of Visible Minority Groups		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	68.4%	31.6%	84.5%	15.5%
Engineering and Applied Sciences	0%	0%	4.2%	95.8%
Agricultural and Environmental Resources	0%	100.0%	9.7%	90.3%
Inspection and Regulatory	75.0%	25.0%	22.4%	77.6%
Education	33.3%	66.7	53.4%	46.6%
Medical and Related Services	63.9%	36.1%	77.7%	22.3%
Social Services	36.5%	63.5	49.8%	50.2%
Trades, Labour and Operational Services	62.5%	37.5%	37.2%	62.8%

Table 10
Staffing of Permanent Positions by External Hires*
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	43	55.8%	11.6%	2.3%	2.3%
Engineering and Applied Sciences	2	0%	0%	0%	0%
Agricultural and Environmental Resources	4	25.0%	0%	0%	0%
Inspection and Regulatory	15	73.3%	0%	0%	6.7%
Education	2	50.0%	0%	0%	0%
Medical and Related Services	37	78.4%	5.4%	0%	2.7%
Social Services	30	66.7%	30.0%	0%	0%
Trades, Labour and Operational Services	6	100.0%	0%	0%	0%
M & P Levels 1 to 6	84	56.0%	3.6%	8.3%	1.2%
M & P Levels 7 to 12	48	35.4%	10.4%	6.3%	2.1%
Other	13	50.0%	0%	8.3%	8.3%
Total	284	57.0%	8.5%	4.2%	2.1%

External hires means persons who were not previously employed in the government 30 days prior.

Table 11
Staffing of Non-Permanent Positions by External Hires
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	667	86.2%	9.9%	2.2%	1.8%
Engineering and Applied Sciences	23	17.4%	4.3%	0%	0%
Agricultural and Environmental Resources	85	18.8%	12.9%	0%	0%
Inspection and Regulatory	53	20.8%	5.7%	5.7%	0%
Education	21	61.9%	4.8%	4.8%	0%
Medical and Related Services	205	83.4%	2.4%	2.0%	2%
Social Services	299	71.9%	25.8%	1.7%	4%
Trades, Labour and Operational Services	80	43.8%	3.8%	0%	1.2%
M & P Levels 1 to 6	88	73.9%	8.0%	1.1%	1.1%
M & P Levels 7 to 12	17	29.4%	23.5%	0%	0%
Other	12	83.3%	8.3%	0%	16.7%
Total	1550	72.3%	11.5%	1.9%	2.1%

Note: Casual employees are not included.

Table 12
Promotion and Reclassification of Permanent Staffing
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	92	77.2	2.2%	1.1%	1.1%
Engineering and Applied Sciences	1	0%	0%	0%	0%
Agricultural and Environmental Resources	14	21.4%	14.3%	14.3%	0%
Inspection and Regulatory	15	60.0%	0%	6.7%	0%
Education	2	0%	0%	0%	0%
Medical and Related Services	27	74.1%	7.4%	0%	3.7%
Social Services	52	55.8%	7.7%	1.9%	1.9%
Trades, Labour and Operational Services	8	75.0%	0%	0%	12.5%
M & P Levels 1 to 6	97	68.0%	3.1%	3.1%	1.0%
M & P Levels 7 to 12	87	44.8%	3.4%	0%	0%
Other	9	11.1%	0%	0%	22.2%
Total	404	60.4%	4.0%	2.0%	1.7%

Table 13
Turnover of Permanent Positions
April 1, 1993 to March 31, 1994

	Total	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Retirement	81	44.4%	0%	9.9%	1.2%	23.5%
Resignation	121	56.2%	5%	0%	.8%	27.3%
Layoff	145	44.8%	4.8%	2.8%	.7%	24.8%
Termination for Cause	13	30.8%	7.7%	15.4%	0%	30.8%
Other	87	33.3%	5.7%	5.7%	0%	14.9%
Total	447	45.2%	4.3%	4.3%	.7%	23.5%

Table 14
Non-Article 22 (Appendix E) Positions
April 1, 1993 to March 31, 1994

Status	Number	Percent
Approved	24	51.1%
Denied	14	29.8
Withdrawn	6	12.8
Competition Cancelled	1	2.1
Pending	1	2.1
Bumping	1	2.1
Total	47	100.0%

Table 15
Exit Interviews [1]
April 1, 1993 to March 31, 1994

Designated Group	Employee Status		Length of Service		Classification [2]	Reason for Resignation [3]
	Permanent	Casual/Part-time/Temporary	Minimum	Maximum		
Woman in Management	13	3	5.5 mos.	19 years		
Women in non-traditional positions	9	18	7 weeks	13 years		
Aboriginal	0	22	3 weeks	7.3 years		
Disability	0	3	3 weeks	3 months		
Visible Minority	1	5	3 weeks	2.5 months		
Total	23	51				

1 Includes only self-declared employees who voluntarily agreed to be interviewd.

2 See List of Classifications

3 See List of Reasons for Resignation

Classifications:

Management:
Manager
PL3,4,5,6
ML4,7,9
Admin. Officer
Loan Admin. Officer
Educational Consultant
Tourism Industry Consultant 2
Information Services Officer 3
Industry & Commerce Consultant 3

Aboriginal:
Clerk 1,2
Clerk Typist 2
Accounting Clerk
Corrections Worker
Sales & Service Attendant
Engineering Assistant 1
Resource Officer
PL4

Non-traditional:
Credit Officer
Credit Advisor
Agrologist
Geologist 1
Geologist Assistant 2
Geological Lab Worker 1
General Service Worker 1
Engineering Assistant 2
Public Health Inspector 1
Lab Tech. 1
Corrections Worker
Apprenticeship and Labour Standards Inspector 1
Occupational Health Officer

Disability:
Clerk Typist 2
Clerk 2
Public Health Inspector 1

Visible Minority:
Information Services Officer 2
Clerk Typist 2

Reasons for Resignation:

Bumped	2
Family Obligations	1
Layoff	4
New Job	22
Relocation	4
Retirement	1
Term Completed	33
Return to School	6
Other	1
Total	74

Table 16
Staffing of Summer Students by Occupational Groups - 1993

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	219	65.3%	4.1%	1.8%	6.4%
Engineering and Applied Sciences	64	32.8%	3.1%	0%	0%
Agricultural and Environmental Resources	56	12.5%	32.1%	1.8%	0%
Inspection and Regulatory	9	44.4%	0%	0%	0%
Medical and Related Services	126	66.7%	1.6%	0%	5.6%
Social Services	34	79.4%	20.6%	0%	0%
Trades, Labour and Operational Services	119	58.8%	.8%	0%	3.4%
M & P Levels 1 to 6	3	0%	0%	0%	0%
Not Coded*	44	N/A	36.4%	0%	1.1%
Total	674	56.5%	8.2%	.9%	4.5%

* Based on data collected by the PSC Summer Student Program, these statistics represent actual hires, who had not been coded by occupational groups in the Human Resource Computer System.

Source: HRS Computer System, PSC
Summer Student Program, Staffing and Development Division, PSC

Table 17
Summer Student Program Applicants and Hires - 1993

Designated Group	Applications	Students Hired	Percent Hired
Persons of Aboriginal Ancestry [1]	243	55	22.6%
Persons with a Disability [1]	57	6	10.5%
Members of Visible Minority Groups [1]	224	30	13.4%
Women [2]	2199	290	13.2%
Traditional		212	
Non-traditional		78	
Non-Employment Equity Candidates	2636	293	11.1%
Total	5353 [3]	674	12.6%

[1] Self-declared.
[2] This is the total number of women applicants which cannot be broken down into categories of traditional and non-traditional. Applications from women are not restricted to these two categories on the application form.
[3] The designated group total is less than the sum of the individual groups because several applicants belong to more than one designated group.

Source: Summer Student Program, Staffing and Development Division, PSC

Table 18
Accessibility Renovations
Saskatchewan Property Management Corporation
1993/94

Building	Renovation	Location	Total Cost
Mistashnik Place	Washroom renovations	LaRonge	$ 500.00
SIAST Palliser Campus	T-block washroom upgrade	Moose Jaw	45,000.00
Valley View Centre	Iroquois Cottage washrooms	Moose Jaw	25,000.00
Kramer Place	Second floor washrooms	North Battleford	5,500.00
MacIntosh Mall	Parkade access improvement	Prince Albert	23,000.00
Corrections College	Washroom renovations	Prince Albert	15,000.00
MacIntosh Mall	Student Services Area	Prince Albert	3,500.00
Centre of the Arts	Automatic door and ramp	Regina	21,000.00
2350 Albert Street	Main entrance doors and rail	Regina	13,000.00
2350 Albert Street	Elevator alarms	Regina	4,700.00
Walter Scott Building	Install handrail	Regina	900.00
SIAST Kelsey Institute	Upgrade six washrooms	Saskatoon	28,900.00
E.A. Davies Building	Exterior handrail	Saskatoon	1,200.00
Sturdy Stone Centre	Upgrade elevators	Saskatoon	3,400.00
Court House	Install handrail on stairs	Wynyard	600.00
Total			$ 191,200.00

Source: Saskatchewan Property Management Corporation

Appendix C

Sample Positions by Level
Management and Professional Classification Plan

	Monthly Pay Rates March 31, 1994
LEVEL 1	
Supervisor, Institutional Services	$2,571 - 3,344
Supervisor, Word Processing Unit	
Assistant Budget Officer	
LEVEL 2	
District Administrative Officer	$2,777 - 3,609
Assistant Secretary and Accountant	
Trust Officer	
Computer Services Analyst	
Programs Manager	
Divisional Administrative Officer	
Supervisor, Network Services Centre	
LEVEL 3	
Loans and Grants Supervisor	$2,998 - 3,898
Area Maintenance Supervisor	
Food Services Manager	
Manager, Property Control	
Dental Region Administrator	
Shift Supervisor, Nursing	
Ombudsman Investigator	
Resident Supervisor	
Securities Officer	
LEVEL 4	
Project Engineer	$3,239 - 4,211
Chief Steam Heat and Power Plant Engineer	
Team Leader, Normal Living Unit	
Sheriff	
Personal Property Registrar	
District Maintenance Supervisor	
Registrar, Land Titles	
Manager, Processing Unit	
Personnel Administrator	
Junior Financial Management Analyst	
Community Planner	
Development Officer	
Petroleum Engineer	
LEVEL 5	
Park Superintendent	$3,496 - 4,547
Director, Community Training Residence	
Director of Nursing, Mental Health Region	
Director, Vital Statistics	
District Co-ordinator, Rehabilitative Services	
Manager, Payroll Control	
Manager of Accounting	
Community Planner	
Departmental Budget Officer	
Systems Analyst	
Curator	
Chiropodist	
Management Analyst	

LEVEL 6

Deputy Director, Correctional Centre Security	$3,776 - 4,910
District Design Engineer	
Social Services District Director	
Regional Director, Alcoholism	
Manager, Occupational Health and Safety	
Director of Communications	
Assistant Director of Human Resources	
District Maintenance Engineer	
Social Services Assistant District Director	
Director, Administrative Services	
Manager, Computer Services	
Development Manager	
Senior Policy Analyst	
Assistant Director, Development	
Intermediate Financial Management Analyst	
Project Geologist	
Program Supervisor, Mental Health Region	

LEVEL 7

Director of Social Work	$4,040 - 5,252
Manager, Provincial Wildlife Regions	
Director of Nursing, Northern Health Services	
Director, Hospital Standards	
Chief Psychologist	
Manager, Agricultural Engineering	
Assistant Principal, Administration	
Director, Management Services Branch	
Director, Public Health Nursing	
Social Services Program Consultant	
Director, Rehabilitation Services	
Senior Hospital Administration Analyst	
Resource Management Consultant, Potash/Coal	
Chief Chemist	
Engineer of Mines	
Senior Planner	
Development Consultant	
Project Centre Manager	

LEVEL 8

Director, Mental Health Region	$4,323 - 5,620
Social Services District Director	
Director, Promotions	
Manager, Audit and Investigation Branch Offices	
Director, Administrative Services	
Regional Manager, Extension Services	
Director, Home Care	
Regional Director, Northern Field Services	
Director, Information Management	
Director, Facilities Development	
Director, Surfacing Branch	
Head, Industrial Minerals	
Associate Director, Program Development	
Director, Tax Policy	
Senior Financial Management Analyst	
Senior Toxicologist	

LEVEL 9	
District Engineer	$4,628 - 6,015
Assistant Principal, Programs	
Director, Correctional Centre	
Manager, Occupational Hygiene	
Director, Administrative Services	
Director, Transportation Policy	
Petroleum Consultant	
Senior Science and Technology Co-ordinator	
LEVEL 10	
Executive Director, Public Employees Benefits Agency	$4,950 - 6,436
Director, Court Services	
Director, Forestry	
Director, Field Services	
Director, Institutional Operations	
Director, Policy, Planning and Research	
Director of Negotiations	
LEVEL 11	
Executive Director, Continuing Care	$5,296 - 6,886
Executive Director, Support Services Division	
Executive Director, Agricultural Extension Services	
Executive Director, Policy Research & Management Services	
Executive Director, Psychiatric Services	
LEVEL 12A	
Executive Director,Operations Division	$5,669 - 7,369
Executive Director, Petroleum & Natural Gas	
LEVEL 12B	
Associate Deputy Minister, Finance	$5867 - 7,626
Associate Deputy Minister, Health	

Appendix D

Non-traditional SGEU Occupations for Women

Agrologist 1-3
Airport Operator 1
Apprenticeship and Labour Standards Inspector I
Assistant Farm Manager
Audiological Electronics Technician
Audio-Visual Technician 2
Auditor 1-4
Commercial Artist 2
Community Planner 1
Community Planning Technician 1-3
Computer Operator 1-2
Conservation Officer-Pilot
Cooperative Management Advisor 1-2
Coordinator, Colleges
Correction Services Officer 1-2
Corrections Worker 1-3
Culture & Recreation Consultant 1-3
Curriculum & Examination Development Officer
Data Processing Operator 1
District Engineering Coordinator
Draftsperson 2-4
Educational Consultant
Engineering Assistant 1-2
Engineering Technician 1-2
Equipment Officer
Equipment Operator 1-3
Farm Worker 1-3
Ferry Operator 1-2
Fieldworker 1-2
Fire Control Coordinator
Fire Prevention Officer 1-2
Fish & Wildlife Ecologist 1-2
Food Services Supervisor 1
Forest Photo Interpreter 1-3
Forester 2-3
General Maintenance Mechanic 1
General Service Worker 1-4
Geological Laboratory Worker 1
Geologist 1
Heating & Power Plant Engineers 2-3
Highway Traffic Officer 1-2
Industry & Commerce Consultant 1-3
Investigator 1-3
Journeyman 1-2
Laboratory Scientist 1-2
Laboratory Technologist 1-3
Labourer
Lands Plans Examiner 1-3
Lands Appraiser
Livestock Technician 2-3
Livestock Inspector 1-3
Maintenance Worker Sask Boys School
Medical Equipment Technician 1
Mines Inspector & Mines Rescue Inspector
Municipal Administration Advisor 1
Museum Technician 2-3
Occupational Health Officer
Occupational Hygienist 2-3
Operational Service Worker 1-2
Park Planner 1-2
Pasture Manager 1-2
Petroleum and Natural Gas Technician 1 - 3
Petroleum Development Officer 1-2
Pharmacist 2-3
Pickup and Delivery Person
Postal Clerk 1-2
Printing Service Technician 1
Property Agent 1-2
Property Control Officer
Public Health Inspector 1-2
Radio Operator
Radio Technician
Regional Coordinator 1
Resource Officer 1-4
Resource Maintenance Supervisor 1-2
Revenue Administrator 1
Revenue Officer 1-6
Senior Storekeeper
Senior Public Health Inspector
Shop Supervisor 1
Standards Consultant C.S.C.S.
Stock Clerk 1-2
Storekeeper
Superintendent of Education
Supervising Radio Technician
Supervisor of Lands
Supervisor of Facilities Planning
Supervisor Operations (General)
Tourist Industry Consultant 1-3
Trades Helper 1
Trades Instructor
Tradesperson 1
Transport Operator 1
Tax Auditor 3-4
Technical Safety Inspector 1-3
Water Development Project Supervisor 2

Non-traditional CUPE 600 Occupations for Women

Baker
Driver
Firefighter
Head Upholsterer
Journeyman 2
Laundry Workers 2-4
Medical Equipment Technician
Psychologist 1-3
Storekeeper
Senior Storekeeper

Appendix E

ACS has a total of 238.5 person years. Of these, 102.5 are in-scope (SGEU) (85 permanent, 17.5 non-permanent and 136 are out-of-scope Board Minute positions. The latter statistics are not included in the Human Resources System (HRS) computer system at PSC and are, therefore, compiled manually by the Treasury Board corporation. Table 1 presents the ACS staff complement.

Table 2 illustrates the external and internal recruitment done by ACS, which have been included in the overall government statistics.

Table 1
ACS - Employment Equity Statistics

	Total Positions	Women in Management	Women in Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities	Persons of Visible Minorities
In-Scope	102.5	N/A	0	2	2	0
Out-of-Scope	136	25	12	1	2	2
Total	238.5	25	12	3	4	2

Table 2
ACS 1993/94 - Board Minute Appointments

	External Recruitment		Internal Recruitment		
	Management	Non-Traditional	Management	Non-Traditional	Total
Permanent Appointments					
Transfers within departments	0	0	0	0	0
Promotions within departments	0	0	0	0	0
Competitions	1	0	0	0	1
Secondments within departments	0	0	0	0	0
Upward reclass based on new duty assignments	0	0	9	8	17
Other methods of appointment	0	0	0	0	0
Labour Service	0	0	0	0	0
Non-Permanent Appointments					
Temporary	1	1	3	2	7
Part-Time	0	0	0	0	0
Casual	0	0	0	0	0
Labour Service	0	0	0	0	0
Total	2	1	12	10	25

Appendix F

Employment Equity Coordinators
March 31, 1994

Erna Stinnen
Agriculture and Food

Janice Fox
Agricultural Credit Corporation of Saskatchewan

Tom Douglas
Economic Development

Dawn McDougall
Education, Training and Employment

Sharron Powers
Energy and Mines

Janine Orban
Environment and Resource Management

Don Wincherauk
Executive Council

Cal Malhiot
Finance

Kelly Kummerfield
Health

Rebecca McLellan
Highways and Transportation

Wayne McKenzie
Indian and Metis Affairs Secretariat

Joan Lowery/Donna Mitchell
Justice

Janis Rathwell
Labour

Jerry Frass
Milk Control Board

Sandra McDonald
Municipal Government

Carol Spencer
Office of the Ombudsman

Cathy Dermody
Provincial Secretary

Elizabeth Smith
Public Service Commission

Marilyn Turnich
Sask. Municipal Board

Dave Atkinson
Social Services

Joanne Havelock
Women's Secretariat

Appendix G

Terms of Reference
Steering Committee on Employment Equity

Preamble

The Government of Saskatchewan is committed to building a skilled and balanced workforce where opportunities are provided on the basis of merit.

Employment equity is a process adopted to ensure equitable representation of designated groups throughout the workplace and to remedy and prevent the effects of intentional and systemic discrimination.

Roles and Responsibilities

The Steering Committee on Employment Equity:

- interprets Cabinet policy
- provides leadership in achieving employment equity goals in the Executive Government, and Treasury Board and Crown corporations
- focuses on the administration and monitoring of employment equity policy, to ensure that it is respected in both letter and in spirit
- facilitates the following implementation strategies:
    - action plans to increase numeric representation
    - elimination of direct and systemic barriers
    - execution of special measures on behalf of the designated groups

The Steering Committee is chaired by the Deputy Minister to the Premier.

The membership includes permanent heads of various central agencies, departments and corporations representative of the government as a whole.

The Committee ensures that appropriate Ministers and Cabinet are regularly informed of progress made on all designated groups.

The Committee obtains planning, policy development, monitoring, evaluative and coordinative services from the Public Service Commission and Executive Council. Implementation and delivery of employment equity initiatives is the responsibility of the Public Service Commission for Executive Government, and of each individual Crown/Treasury Board corporation.

Cabinet:

- determines policy
- interprets Cabinet policy and decisions
- develops policy for Cabinet review
- directs and controls implementation of employment equity in public sector
- monitors and evaluates initiatives and results of departments and policy proposals from the joint union committees and the Standing Advisory Committee

Public Service Commission:

- provides advisory services, assistance and support
- implements fair and equitable recruitment and staffing procedures in Executive Government
- ensures all government employment policy and practices are consistent with and responsive to employment equity goals
- chairs Standing Advisory Committee in Executive Government consisting of Labour, Indian and Metis Affairs Secretariat, Women's Secretariat, SGEU and CUPE representatives which is responsible for monitoring departments' progress, and proposed enforcement mechanisms

Executive Council:

- chairs interdepartmental committee regarding expansion of employment equity to third party agencies and private sector

Departments:

- are responsible for implementation of employment equity policy and programs
- are accountable for results within the department

Employment Equity Council:

- all departments are represented on the Council by their departmental employment equity coordinator
- facilitates information exchange, and consultation with departments
- provides a formal coordinating mechanism

Joint Union/Government Committees:

- plan, implement and monitor employment equity activities and progress

Crown/Treasury Board Corporations:

- plans, implements and evaluates their individual employment equity programs

APPENDIX H

I. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

1. RECRUITMENT AND SELECTION

BARRIERS	SOLUTIONS	RESPONSIBILITIES
TARGET GROUP MEMBERS DO NOT APPLY FOR POSITIONS IN GOVERNMENT	• Review every competition as a potential position for target group applicants • Approach target group candidates in educational institutions in early stages and persuade them to consider public service as a career • Network and aggressively seek candidates through agencies and from educational institutions • Develop a systematic approach with departments to ensure every competition is reviewed to ensure target group members have access to each position • Word advertisements which explicitly encourage target group members to apply	PSC; Departments
	• Establish an early employment program based on the co-op education model specifically for target group members. Targeted developmental and training positions may be arranged for 4 to 24 months • Provide opportunities and seek candidates for executive exchanges between government and non-government organizations	Departments, PSC, SGEU, CUPE
HIRING PRACTICES ARE INTIMIDATING	Identify and eliminate systemic barriers (study in progress)	PSC; SGEU
SENIORITY AND MERIT PRINCIPLES MAY REDUCE TARGET GROUP OPPORTUNITIES	In consultation with SGEU, use Article 5 and non-Article 5 (Category X) positions to increase opportunities	PSC; SGEU; Departments
	PSC (lead), Labour, IMAS, introduce employment equity into collective bargaining negotiations with SGEU and CUPE to give target group members access to all vacant government positions	PSC; IMAS; Disabilities Directorate - Labour; SGEU; CUPE
	Use Regulation 7.23 of The Public Service Act for appointments as a last resort	PSC; Departments
DIRECTION FOR TARGETING OF VACANT POSITIONS IS ABSENT	Set targets based on department employment equity plans developed from workforce analyses, estimation of vacancies and labour force representation and availability	PSC; Labour; SGEU; CUPE; Departments
INVENTORIES OF RESUMES OF TARGET GROUP MEMBERS ARE LACKING	Expand and update inventories of resumes, using computerized systems to ensure that every competition is provided with qualified candidates	PSC; Disabilities Directorate-Labour
	Publicize services available to departments, agencies and target group members	Indian & Metis Affairs Secretariat; Disabilities Directorate-Labour; Women's Secretariat; PSC
TARGET GROUP MEMBERS DO NOT SELF-IDENTIFY	Revise application and workforce survey forms Foster a positive work environment conducive to self-identification Include employment equity information in orientation packages and seminars	PSC; Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

2. EDUCATION AND AWARENESS

BARRIERS	SOLUTIONS	RESPONSIBILITIES
SOME MANAGERS AND EMPLOYEES HAVE DISCRIMINATORY ATTITUDES AND BEHAVIOUR	Establishing a service-wide union/management committee to determine the principles of an educational program to prevent and correct discriminatory behaviour at work, based on race, ethnic background and gender. The committee would develop a plan for review for Planning and Priorities Committee by August, 1993. Departments would cost share expenses related to the planning and implementation of the program.	Disabilities Directorate-Labour; Indian & Metis Affairs Secretariat; Women's Secretariat; PSC; Municipal Government (Multiculturalism Branch) Departments, SGEU, CUPE
EMPLOYEES ARE UNAWARE OF EMPLOYMENT EQUITY OBJECTIVES AND ACTIVITIES	Distribute brochures/pamphlets/posters among staff	PSC; Departments; SGEU; CUPE
	Designate an Employment Equity Week in Executive Government; undertake activities which promote the program	
SENIOR MANAGEMENT IS NOT COMMITTED AND THEREFORE DOES NOT PROVIDE LEADERSHIP	Encourage senior management to support program via memos, presence at seminars, management meetings, and by example	Departments; PSC
	Permanent heads assign senior management to act as employment equity co-ordinators who oversee department's programs and are directly responsible to the permanent heads	Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

3. DEVELOPMENTAL OPPORTUNITIES

BARRIERS	SOLUTIONS	RESPONSIBILITIES
TARGET GROUP MEMBERS ARE UNAWARE OF DEVELOPMENTAL OPPORTUNITIES	Publicize promotional and developmental opportunities; approach eligible target group members to encourage them to apply	Departments; PSC
MANAGERS ARE NOT AWARE OF NEED TO COUNSEL TARGET GROUP TO UPGRADE SKILLS	Directly provide or refer to other agencies for career counselling services to target group members	Departments; PSC
	Budget for scholarships for target group members to enter non-traditional positions or to upgrade their qualifications	
FORMAL SUPPORT MECHANISMS OR RETENTION POLICIES ARE NON-EXISTENT	Arrange for: . job sharing . variable hours . job carving . mentoring	Departments; PSC; SGEU; CUPE
	Establish special training programs for target group members: . bridging for non-traditional positions . management training designed specifically for target groups . select employees for "fast tracking" within the public service . on-the-job training for target groups	Departments; PSC
	Give preference to target group members when approving tuition and book allowances, education leaves, secondments, TPHD and special projects	Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

4. MONITORING AND COMPLIANCE

BARRIERS	SOLUTIONS	RESPONSIBILITIES
MONITORING SYSTEMS FOR ANALYZING RESULTS ARE WEAK	Base performance appraisals and pay on employment equity results	Executive Council
	Set employment equity goals as part of permanent heads and manager's job performance expectations Require departments to analyze their employment equity strategy, identify systemic barriers and propose solutions for eliminating barriers	Departments; Executive Council
NO COMPLIANCE METHODS ARE IN PLACE	Establish the Standing Advisory Committee which will advise, monitor and make recommendations to enforce departments' employment equity plans	Labour; PSC; IMAS; Women's Secretariat; Department of Municipal Government
	Direct the Employment Equity Steering Committee to monitor the progress of departments on a quarterly basis and take corrective action where appropriate	Executive Council; PSC
	Conduct exit interviews to determine reasons for terminations and to identify barriers Implement plan for the inclusion of visible minorities as a target group and mechanisms to assist the retention of target group employees	Departments; SGEU; CUPE
STRUCTURED RACISM AND SYSTEMIC BARRIERS	Review and monitor systems, procedures and standards to identify barriers based on race and disability, and take corrective action	Executive Council; IMAS

5. ACCESSIBILITY

BARRIERS	SOLUTIONS	RESPONSIBILITIES
GOVERNMENT OFFICES ARE NOT PHYSICALLY ACCESSIBLE	Implement a policy requiring all government-owned offices be made accessible; negotiate new and renewed rental leases, based on accessibility requirements	SPMC; Disabilities Directorate-Labour
WORKPLACES ARE NOT CONDUCIVE TO HIRING PERSONS WITH DISABILITIES	Ensure that systems are in place to facilitate the retention of employees with disabilities, e.g. a formal attendant care program	Departments Disabilities Directorate - Labour
	Use a "barrier checklist" to ensure that meeting rooms, washrooms, etc. are accessible when planning conferences, seminars and meetings,	Departments Disabilities Directorate - Labour

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

6. OTHER

BARRIERS	SOLUTIONS	RESPONSIBILITIES
LACK OF SYSTEMATIC APPROACH TO IDENTIFYING JOB OPPORTUNITIES FOR DESIGNATED GROUPS AND THE NECESSARY SKILL REQUIREMENTS	Develop strategic partnerships with employers, Aboriginal, disabled, cultural, and women's communities to facilitate training, career development and recruitment for designated groups.	PSC; Indian & Metis Affairs Secretariat; Disabilities Directorate - Labour; Municipal Government; Women's Secretariat
	Work with Aboriginal authorities to develop co-managed approaches for the devolution of government services. This devolution will impact on education and skills training for Aboriginal people.	PSC; Indian & Metis Affairs Secretariat;
	Compile better information about projected government occupations in demand to be shared with educational institutions	Labour; PSC